

Step One

Develop An Outcomes-Based Project Plan

The logic model for an outreach project should be developed in the first stages of planning your project.

Figure 1 shows one typical logic model template, based in part on two approaches: one detailed in the *W.K. Kellogg Foundation Logic Model Development Guide* [3] and the other presented at the University of Wisconsin Extension Office evaluation Website [4]. The W.K. Kellogg Foundation guide presents the first two columns as the part of the logic model related to project plans (“your planned work”) while the last three columns show the outcomes you hope to achieve (“your intended results”).

For planned work, list the *resources* you need, including personnel, finances, goods, technology, or anything else you must obtain for the project. *Be realistic about the resources you will need to conduct your project.* The *activities* column presents the activities you plan to conduct in your project.

The intended results are then identified in the last three columns. First, the *outputs* column describes the deliverables of your project or

the scope of your project (such as the number of people trained or number of sessions conducted). Second, the *short-term outcomes* column portrays benefits that you expect your project will have, often describing outcomes for individual participants (e.g., increased knowledge or improved satisfaction). Finally, the *long term outcomes* column is used to describe community, organizational or system-level changes. Since your project may only last 12-18 months, you may be not be able to achieve system-level changes before the project ends. However, it is important to articulate long-term outcomes as part of your overall plan so you understand the “big picture” of what you want to achieve. Completing this column also will help you decide whether you need to collect baseline data about changes that you are not expecting until far into the future.

The Kellogg Foundation guide also demonstrates how a logic model actually presents a project strategy. In Figure 1, you see a series of if-then statements at the top of each column. Together, these statements create the project strategy of how you will reach your goals [3].

Figure 1: Basic Logic Model Template*

Project:				
Goal: Examples – “Increase communities’ use of NLM resources” or “Improve community members ability to find health information resources”				
Resources	Activities	Outputs (Deliverables)	Short-Term Outcomes	Long-Term Outcomes
We need the following resources to accomplish our plan	If we can acquire these resources, then we can conduct these activities	If we conduct the activities, then we will be able to produce these products or deliver these services	If we deliver these products and services, then our participants will benefit in these ways	If our participants benefit in the way we intended, members of the community or organization will benefit in the following ways
<i>Examples</i> <ul style="list-style-type: none"> • Staff • Partnerships • Technology and technical support • Training centers • Funding • Volunteers • Administrative support 	<i>Examples</i> <ul style="list-style-type: none"> • Demonstrations (e.g., health fairs; classes) • Training sessions • Material or curriculum development • One-to-one training • Technology improvement • Promotional activities 	<i>Examples</i> <ul style="list-style-type: none"> • Number of training sessions held • Number of trainers trained • Number of people trained • Number of resources presented • Number of booklets distributed • Number of partnerships & collaborations created • Amount of technology acquired and installed • Types of training or promotional materials developed 	<i>Examples</i> <ul style="list-style-type: none"> • Better community access to Internet health resources • Improved participant: <ul style="list-style-type: none"> – Knowledge – Skill – Comfort with technology – Satisfaction with Internet resources – Awareness of more or better options for obtaining health information – Better ability to understand and manage health concerns 	<i>Examples</i> <ul style="list-style-type: none"> • Overall improvement in community toward management of personal health issues • More community-based “experts” to help community residents with resources • More options and locations for community members to find health information • Less health care cost to individuals and community • Changes in community members’ management of health information needs. • More options for community members to research health concerns
← Planned Work →		← Intended Results →		
Assumptions		Influences		

*Concepts in this table were adapted from the W. K. Kellogg Logic Model Development Guide [3] and University of Wisconsin Extension website [4]

Table 1: Assumptions in Program Planning

Category	Examples of Assumptions
Target population	<ul style="list-style-type: none"> • They are interested in your activities • They can be motivated to participate • They will be available to participate
Environment	<ul style="list-style-type: none"> • Convenient and reliable access to computers and the Internet can be obtained • You have access to facilities that are suitable for your activities and convenient to the target population
Staff	<ul style="list-style-type: none"> • Staff members expected to implement different aspects of the program have the skills and knowledge to do so • These staff have the time and resources to fulfill their role on the project • These staff are motivated to participate and are committed to the project

The University of Wisconsin Extension Office's logic model template [4] adds two helpful features to the model presented in this booklet. As you work through the logic of your project, the *Assumptions* area at the bottom of the logic model allows you to record any assumptions you have about conducting your project that you may have to confirm. Table 1 shows some typical assumptions that outreach teams might make when planning projects.

The *Influences* area should contain all the positive and negative influences you expect to encounter as you implement your project. When possible, assumptions and influences should be verified through pre-project evaluation and revised as needed.

Developing a logic model is a little bit like brainstorming, so most planners do not complete the logic model by starting in the resources column and moving toward the right. In fact, if you think of a logic model as a map to a destination, you can see that you need to know where you want to go

(your outcomes) before deciding how to get there. Consider the short-term and long-term outcomes early in the planning stage. You might run a logic model discussion like this (be sure to write with something erasable):

1. Write the overall goal at the top of the logic model. The goal is the general purpose of the project, such as "To improve community members' ability to find information that helps them manage their health."
2. In logic models, the most important columns are the outcomes columns and, philosophically, that is where discussion should start. However, most people's first ideas are triggered by activities that they intuitively know would be beneficial or even resources they need for those activities. It is okay to start with the column that you *know best* to initiate conversation, but you should identify very quickly the outcomes you expect to accomplish. Do not list more than 2 activities without discussing outcomes.

3. Try to write the related activities, outputs, short-term outcomes, and long-term outcomes at the same time. Add resources as you think of them. You might want to use column breaks to show which activities, outputs, and outcomes belong together.
4. After you have completed the activities, outputs, and outcomes columns, think about what you will need to accomplish your project. This information belongs in the resources column. Column breaks may or may not be useful here, because you may use the same resources for a number of activities.
5. When the columns are completed, identify the factors you are taking for granted and list them in the assumptions box.
6. Identify the factors that may have a positive or negative effect on your project (including your ability to obtain funding). Are there resources you can leverage? Do you have data that documents needs of the target population for your intervention? Are there any barriers you may be facing? List these in the influences box.

Outcomes and outputs are sometimes difficult to distinguish. *Outputs* are the parts of the project that your team can accomplish, like the number of training sessions you plan

to conduct or the number of people you plan to train. They usually are the project *deliverables*. If your sentence starts with “we,” such as “we will have exhibits at 10 community events,” you are describing an output.

Outcomes are stated with an emphasis on the project recipients, such as “the participants will increase their ability to find information about health topics they hear about through the media” or “the agency staff will improve their ability to find health information for their clients.”

Table 2 gives some categories of outcomes and examples that can be entered into the outcome columns of your logic model. You will notice that some outcomes are related to individuals while others are directed toward change at an environmental or community level. If your anticipated results are related to individuals and you expect to observe the results during or soon after your outreach project, they probably belong in the short-term outcomes column. Place results targeted at a community level in the long-term outcomes column. You also might put anticipated long-term effects for individuals in this column.

Table 2: Examples of Different Outreach Outcomes

Type of Outcomes	Examples
Individual level	
Cognitive	<ul style="list-style-type: none"> • Increased awareness of Internet-based health resources • Improved understanding of side effects of a prescription drug • Improved knowledge of how to control a chronic health condition like hypertension or diabetes
Affective	<ul style="list-style-type: none"> • Improved confidence in finding good health information • Increased confidence in asking questions of a physician
Skills	<ul style="list-style-type: none"> • Improved ability to distinguish reliable from unreliable health information • Improved ability to manage health issues (e.g., prevent asthma attacks; cook with less salt to manage hypertension)
Quality-of-care outcomes	<ul style="list-style-type: none"> • Increased use of Internet resources to supplement information provided by physicians or clinics • Increased use of health information when making health care decisions
Community level	
Environmental	<ul style="list-style-type: none"> • Improved community access to the Internet • Improved reliability of Internet service in a community organization
Social	<ul style="list-style-type: none"> • Increased number of volunteers available to help members of the community access online health resources.

Ideally, a logic model is created with participation of representatives of all stakeholder groups (such as librarians, representatives from participating agencies, and clients who will receive services through the project). In reality, the first logic model may be drafted by a team submitting a grant or contract proposal, then revisited later by a more comprehensive outreach team or advisory group. This approach is fine, as long as the logic model is viewed as a flexible plan that can be revisited by a larger group at a later time. In fact, a logic model should be

revisited and revised periodically throughout the outreach project. Appendix 1 shows examples of how logic models can be helpful at many stages of a project.

There are numerous sources for designing logic models, with many available on the Internet, including materials from the W. K. Kellogg Foundation [3], University of Wisconsin-Extension [4], the Institute of Museum and Library Services [5], the National Network of Libraries of Medicine [6] and the Free Management Library [7].